Government of Saskatchewan

Annual Report 2004 - 2005

Saskatchewan Corrections and Public Safety

Saskatchewan Centennial 2005

Table of Contents

Letters of Transmittal 2

Who we are 3

2004-05 Results at a Glance 6
Summary of Financial Results 7

2004-05 Performance Results 9
Goal 1: Communities have the capacity to enhance public safety 9
Goal 2: Re-offending is reduced due to effective program intervention with offenders 17
Goal 3: Governments and communities are prepared for emergencies and maintain building and safety standards 26
Goal 4: Safe, healthy and respectful departmental workplaces 29

2004-05 Financial Results 34

Where to Obtain Additional Information 37

Appendix A: Revolving Fund Revenue Disclosure 38

This annual report is also available in electronic format from the Department's web site at **www.cps.gov.sk.ca**

Letters of Transmittal

Her Honour the Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

May It Please Your Honour:

I respectfully submit the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2005.

Peter Prebble
Minister of Corrections and Public Safety

The Honourable Peter Prebble
Minister of Corrections and Public Safety

Dear Sir:

I have the honour of submitting the Annual Report of the Department of Corrections and Public Safety for the fiscal year ending March 31, 2005.

Terry Lang
Deputy Minister of Corrections and Public Safety

Who We Are

Vision

The vision for Saskatchewan Corrections and Public Safety is "working together for safe Saskatchewan communities."

Mandate

Our mandate is to promote safe communities by delivering effective programs for individuals in conflict with the law, through emergency planning and communication, through monitoring of building standards, the delivery of fire prevention and disaster assistance programs and through licensing and inspection services.

Service delivery system

The Department of Corrections and Public Safety (CPS) is a large department, employing about 2,000 staff throughout the province, serving thousands of clients annually through a wide array of programs and services.

The Department's activities may be summarized in four main areas that are focused on achieving our vision. A brief description of each of these areas is outlined below.

Adult Corrections Branch

Adult Corrections delivers a wide range of programs providing for varying levels of offender care, control and supervision. These programs are delivered through two operational systems: the Community Operations Branch and the Institutional Operations Branch. Corrections programs are administered by six regional offices of Community Corrections, four major correctional centres, and seven reduced-custody facilities (Battleford and Buffalo Narrows Community Correctional Centre, Besnard Lake Camp and Saskatoon Urban Camp, and community training residences in Regina, Saskatoon and Prince Albert). In addition, the Department contracts with the Elizabeth Fry Society (Saskatoon women's community training residence) and the Prince Albert Grand Council (Healing Lodge) for reduced-custody services. Northern services, both community and institutional, are administered through the North West Community Operations office in North Battleford and sub-offices in Meadow Lake, Buffalo Narrows and La Loche, and the North East Community Operations office located in Prince Albert and a sub-office in Melfort.

In 2004-05, the Department supervised an average of 1,200 offenders in custody and more than 5,900 offenders in community correctional programs per day.

Young Offender Programs

Programs and services to youth are administered and delivered through three regional offices and 18 sub-offices across the province and by community, custody and alternative measures program staff in central office. In addition, custody programming is provided in three secure custody facilities, two reduced-custody facilities, and seven open-custody facilities. On any given day, four youth will be serving open-custody sentences in a provincial network of community homes. Alternative measures for youth are delivered by community-based organizations, many of which are First Nations and Métis organizations.

In 2004-05, the Department supervised, on an average daily basis, 235 youth in custody and more than 1,900 young people in community corrections programs.

Licensing and Inspections

This branch preserves public safety through regulatory and enforcement programs that are operated on a fee-for-service basis. Programs focus on the commercial, institutional and industrial sectors of the province, but the safety benefits help to protect all Saskatchewan residents. The branch administers elevator and amusement ride safety programs, boiler and pressure vessel safety programs and licensing programs for contractors and individuals who perform gas and electrical installations. There are offices located in Regina, Saskatoon and Swift Current.

Protection and Emergency Services

The Protection and Emergency Services Branch underwent some organizational change in 2004-05. The Office of the Fire Commissioner and the Building Standards work units were brought together under one unit called Building and Fire Safety. The unit will be focused primarily on providing those services for which the two units had previously been responsible. However, some functions including education, training, and public awareness have been integrated into a separate unit that will be managing these services as part of a package for the entire public safety area. This unit brings together some of the personnel from the Office of the Fire Commissioner and the Saskatchewan Emergency Management Organization (SaskEMO). It has been combined with the Sask911 initiative to form the Public Safety and 9-1-1 unit. The third area combines the SaskEMO with the Provincial Disaster Assistance Program (PDAP) to help strengthen emergency management across the provincial government and to ensure strategic linkages are established with the federal government and nearby jurisdictions for support in emergency situations.

Building and Fire Safety

The Office of the Fire Commissioner, in accordance with *The Fire Prevention Act, 1992*, and *Regulations*, provides Saskatchewan communities, fire departments, and emergency service organizations with programs and services that protect people, property and the environment from fire.

Building Standards oversees provincial standards for building construction. It monitors and updates legislation and regulations; assists owners, designers, and builders in complying with these requirements; issues building official licences; and, provides administrative and technical support for the Saskatchewan Building and Accessibility Standards Appeal Board.

Public Safety and 9-1-1

This unit will work with communities to build their public safety capacity, including education, training and public awareness; and support and management to the Sask911 call-taking initiative to bring province-wide access to 9-1-1 emergency telephone calling.

SaskEMO and Provincial Disaster Assistance Program (PDAP)

The role of this unit is to strengthen emergency management across the provincial government and to link with other jurisdictions for support. It also includes the PDAP, which provides financial assistance to eligible claimants located in a municipality that has been designated eligible for assistance as a result of a substantial loss or damage to uninsurable, essential property caused by a natural disaster.

Shared Services

These branches provide support to both the Department of Corrections and Public Safety and Justice. This includes the Communications and Public Education Branch, the Administrative Services Branch, the Systems Services Branch, and the Human Resources Branch.

Organizational Chart

as of March 31, 2005

2004-05 Results at a Glance

The Department undertook a number of key actions and initiatives in support of its goals and objectives. The following illustrates some of the most significant results or challenges addressed in 2004-05. These are described in greater detail later in this report through the Key Results and Measurement Results sections for each objective.

Goal 1 – Communities have the capacity to enhance public safety

- Continued the development and implementation of five community-based targeted crime reduction strategies across the province
- With Saskatchewan Justice, established the Traditional Elders Ministerial Advisory Committee
- Re-established the Fire Service Joint Council to provide input into improvements to public safety
- Participated in the implementation mechanism resulting from the Report of the Commission on First Nations and Métis Peoples and Justice Reform
- Assisted the Public Safety Answering Points of the Sask911 system to respond effectively to community issues
- Supervised over 1,200 adult offenders in custody and over 5,900 in the community, as well as 235 young offenders in custody and 1,900 in the community

Goal 2 – Re-offending is reduced due to effective program interventions with offenders

- Developed an evidence-based strategic framework for residential support services for young offenders
- With Community Resources and Employment, delivered training and employment programs for youth leaving custody
- Increased the access of young and adult offenders to provincial and federal addictions and mental health treatment programs
- Evaluated correctional programs based on established standards

Goal 3 – Governments and communities are prepared for emergencies and maintain building and safety standards

- Consulted with key stakeholders on the proposed new *Boiler and Pressure Vessels Regulations*
- Inspected over 11,000 boilers and pressure vessels, some 200 amusement rides and over 1,900 elevating devices
- Established the Provincial Emergency Management Committee to advance provincial public safety initiatives
- Delivered provincial training and workshop programs across the province in such areas as Basic Emergency Preparedness, Exercise Design and Emergency Public Information

Goal 4 – Safe, healthy and respectful departmental workplaces

- Began the process of replacing the 1913 section of the Regina Provincial Correctional Centre
- Began implementation of a department plan for succession management
- Undertook research into youth and adult gangs to guide the development of a strategy for managing gang activity in custody facilities
- Implemented the Occupational Health and Safety Council work plan, including wellness initiatives, ergonomics and influenza vaccination
- Conducted training for all staff regarding privacy legislation and storage of government records

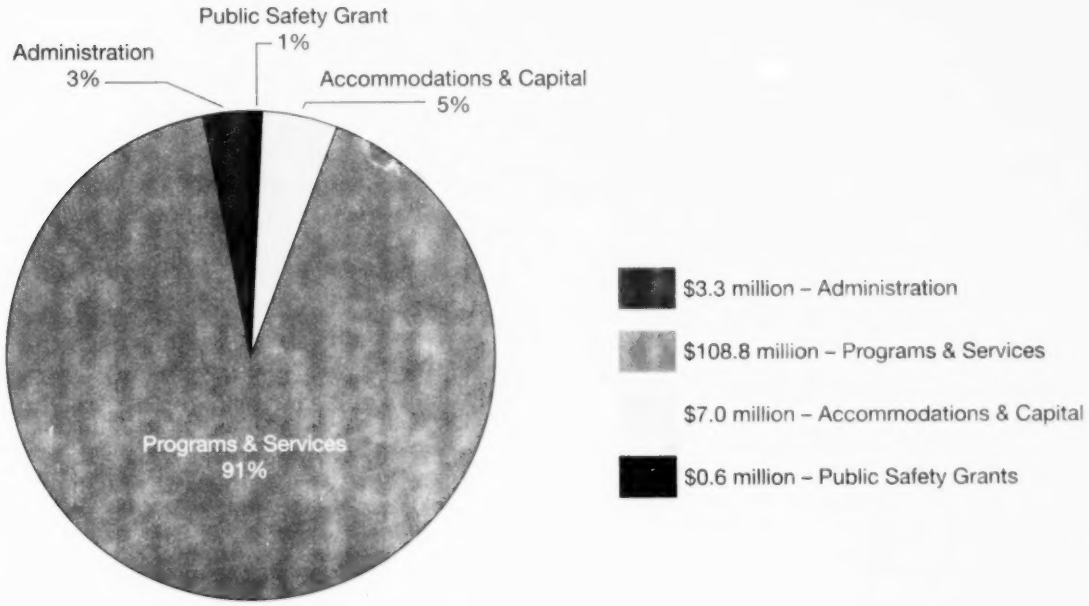
Summary of Financial Results

105-06532/

Expenditures

The Department appropriation budget for 2004-05 was $118.827 million; with actual appropriated expenditures of $119.701 million. This is an additional expenditure of $874,000. These additional costs are attributed to wind-down costs from the closure of two young offender facilities, use of contingency bed-space due to high remand counts with spikes in daily admission in adult correctional facilities and under funding of central branches. These expenditures were partially offset by an under utilization of grant programs in public safety and the delayed implementation of young offender initiatives. The Department received $996,000 in supplementary estimates in November.

2004-05 Actual Expenditures by Category - $119.701M



Summary of Financial Results

105-06532

Expenditures

The Department appropriation budget for 2004-05 was $118.827 million; with actual appropriated expenditures of $119.701 million. This is an additional expenditure of $874,000. These additional costs are attributed to wind-down costs from the closure of two young offender facilities, use of contingency bed-space due to high remand counts with spikes in daily admission in adult correctional facilities and under funding of central branches. These expenditures were partially offset by an under utilization of grant programs in public safety and the delayed implementation of young offender initiatives. The Department received $996,000 in supplementary estimates in November.

2004-05 Actual Expenditures by Category - $119.701M

Revenues

The Department revenue budget for 2004-05 was $10,106,700. This consists of $7.2 million in revenue from the federal government for cost-shared programs and $2.6 million from licensing and inspections fees. Corrections and Public Safety revenue for the year totalled $12,497,847 exceeding the budget by $2,391,147.

The increase in revenue is attributed to the submission of the Vanguard 2000 Flood claim for cost recovery from the federal government, increased client demand for pressure vessel registration and reimbursements of previous year expenditures.

Full-Time Equivalents (FTEs)

The Department FTE budget for 2004-05 was 1,664.9 FTEs. Corrections and Public Safety FTE utilization for the year totalled 1,696.4, exceeding the budget by 31.5 FTEs. The increase in FTE utilization is attributed to overtime and backfill for vacation and training in adult and youth facilities.

2004-05 Performance Results

Introduction

This section contains detailed performance results associated with all key actions and performance measures contained in our 2004-05 Performance Plan.

The key actions originally presented in our 2004-05 Performance Plan are listed below, followed by a report on our progress to date. Actual results information is included for all key actions and performance measures that were published in our 2004-05 Performance Plan.

Further details can be found in the 2004-05 Performance Plan for Corrections and Public Safety. The plan can be found on the Department's web site:
www.cps.gov.sk.ca/publications

Goal 1 – Communities have the capacity to enhance public safety

Objective 1 – Government, in partnership with Aboriginal organizations and other community-based organizations, plans and delivers adult and youth correctional services

People are less likely to commit crime if they feel valued in their community and know what is expected of them. It is important that victims are supported by their communities so that they will not fall into a cycle of despair and self-destructive behaviours, and that offenders become reintegrated with their communities and receive support from the community in making positive changes in their lives to help prevent future offending.

Key Actions for 2004-05 and Progress Made

- Develop a Strategy for Improved Outcomes for Aboriginal Offenders.
  - Strategy document was completed. Discussions with staff and stakeholders are ongoing.

- Enhance linkages between custody education programs and the Department of Learning and local school districts.
  - Six proposals amounting to $578,200 were approved for Foundation Operating Grant funding through the Department of Learning to develop programming that will strengthen linkages between custody/care education programs and the Department of Learning.

- Participate in the implementation mechanism resulting from the Commission on First Nations and Métis Peoples and Justice Reform.
  - The final report of the Commission on First Nations and Métis Peoples and Justice Reform was released in June 2004. An interdepartmental working group led by Saskatchewan Justice and CPS was established to study the report and prepare a government response to the Commission's recommendations, to be released in 2005-06. Regular meetings on implementation of the recommendations will continue.

- Develop community justice initiatives in targeted locations in the North, with the Department of Justice, communities and community-based organizations.
  - Officials from the Departments of CPS, Community Resources and Employment (DCRE), and Learning met with community representatives from LaLoche in the spring of 2004 to discuss issues of mutual concern.
  - Young Offender (YO) staff travelled to six northern communities to discuss issues, resources and concerns of the community as well as to provide information about YO mandate and programs. Follow up on the issues identified continued throughout the year.
  - Contributed $10,000 to the annual New North Justice Symposium. Department staff attended both the Symposium and the Northern Municipal Roundtable held in the spring in Prince Albert in order to discuss justice issues in the north.
  - YO and DCRE worked with the Kikihnak Friendship Centre in LaRonge on the development of a Youth Lodge to provide residential support for YO and DCRE clients.

- Increase the number of service agreements with First Nations and Métis communities and organizations, e.g., alternative measures and reintegration.
  - Development of a new Extrajudicial Sanctions program to target break and enter offenders began in Saskatoon in conjunction with the Saskatoon Crime Reduction

Strategy. As well, an Extrajudicial Sanctions program delivered by the Saskatoon Tribal Council and John Howard Society was developed for implementation in 2005-06 to provide service to youth with Cognitive Disabilities (specific target Fetal Alcohol Spectrum Disorder) in Saskatoon.
- CPS negotiated agreements for the delivery of restitution programs, previously funded through Justice Canada, with Métis groups in Prince Albert and Saskatoon in the spring.
- The Department worked with Touchwood First Nation and the Prince Albert Indian Métis Friendship Centre to deliver reintegration programming and extrajudicial sanctions programming within existing funding arrangements.
- New adult corrections reintegration agreements have been signed with the following First Nations and correctional centres:
  - Beardy's – Saskatoon Correctional Centre
  - Kahkewistahaw – Regina Correction Centre, Regina Community Training Residence, and Regina Community Operations
  - Mistawasis – Saskatoon Community Training Residence

- Continue participation in the Northern Cree Court Project, including the evaluation process.
  - Two probation officers are assigned to Cree Court as needed.

- Work with the Traditional Elders Ministerial Advisory Committee to incorporate Elders' perspectives into corrections policy and practice.
  - Twelve (12) members of the Traditional Elders Advisory Committee were selected, consisting of male and female Elders from the six Aboriginal linguistic groups in Saskatchewan.
  - A joint CPS and Justice officials' orientation and meeting with Elders occurred in October 2004; regular meetings will continue throughout the year.
  - Elders will be involved in the consultation process for the new Regina Provincial Correctional Centre. Once a consultant has been selected, Elders will provide input into the design development.

- Supervise an average of 1,200 adult offenders per day in custody and over 5,700 per day in the community.
  - Average daily count of offenders in custody for the fiscal year was 1,204 (827 sentenced/377 remand)
  - Average daily count of offenders in the community for the fiscal year was 5,903 (1,296 conditional sentence/4,069 probation/538 bail supervision)

- Supervise an average of 242 young offenders per day in custody and over 1,900 per day in the community.
  - The average daily custody count for 2004-05 was 235, a decrease from an average of 319 in 2002-03. As a result of declining custody counts, 41 custody beds were closed.
  - The average daily count of young offenders in the community was 1,963.

Measurement Results

Number of residents in the Elizabeth Fry Community Training Residence (Adults)

Community training residences (CTR) provide offenders with a period of transition to the community from custody by allowing them the opportunity to put into place those elements of their case plans that increase the likelihood of a successful reintegration. The Elizabeth Fry CTR is operated by a community-based organization and is for female offenders. This measure gauges the performance of the Department on the use of the only community-operated CTR for female offenders.

Factors that influence this measure include the ability of the CTR to manage offenders, and the number of offenders that have case plans that include the elements necessary to reside in a CTR. The Department has a high level of influence on this measure through the referrals it makes to this program. The number of admissions is influenced by both the number of offenders suited to referral to the CTR as well as the space available. The admissions to this program have been stable over the past three years, which would suggest consistency in the types of referrals being made and the CTR's management of the offenders referred.

2004-05: 57 admissions
2003-04: 56 admissions
2001-02 Baseline: 58 admissions

Source: Corrections and Public Safety, Corrections Management Information System

Per cent of residents at the Elizabeth Fry CTR that successfully complete the program (Adults)

Successful completion of the program means that residents in the program do not escape or re-offend, nor are they returned to the Pine Grove Correctional Centre. This measure shows the effectiveness of the service delivered by a CTR managed by a community-based organization.

The Department has a low level of influence over this measure. There is a degree of influence in terms of the number of referrals, the appropriate kind of referrals to the CTR and the development of the case plan. However, the facility is ultimately responsible for the management of the program. Fluctuations in successful completions are thus difficult to assess as to causality.

2004-05: 66 per cent
2003-04: 54 per cent
2001-02 Baseline: 64 per cent

Source: Corrections and Public Safety, Corrections Management Information System

Number of participants in the "Journey to a Better Lifestyle" program (Adults)

The Journey to a Better Lifestyle program is a holistic healing program delivered by the Prince Albert Grand Council (PAGC). The program includes spiritual traditional teachings, life skills and anger management and is a pre-release program for low-risk offenders from the Prince Albert Correctional Centre. The number of annual participants is a measure of the Department's use of community-based programs as one aspect of increasing the community capacity to enhance public safety.

The Department has a high level of influence on the number of referrals to the program and in selecting the appropriate offenders for the program. Fluctuations from year to year in the number of participants could be due to changes in the number of eligible offenders as well as the ability of PAGC to provide facilitators for the program. Thus, while the number of participants measures in part the Department's use of community-based programs that increase community capacity, results may change according to the factors noted above. Monitoring of the number of participants over an extended time will provide a better indication of overall trends in this area.

2004-05: 120 participants
2003-04: 135 participants
2001-02 Baseline: 98 participants

Source: Corrections and Public Safety Adult Corrections program information

Per cent of participants in the Journey to a Better Lifestyle program that successfully complete the program (Adults)

Successful completion of the program indicates that participants have taken steps to deal with issues that have contributed to their criminal behaviour. The number of offenders that sucessfully complete the program is one indication that criminogenic needs have been addressed and that offending behaviour may be reduced.

Factors that influence the measure include the ability of the PAGC to facilitate the program and the number of offenders willing or able to participate in the program. Reasons for unsuccessful completion are not always known but could include such factors as changes in facilitators, or more offenders being released or transferred.

Because of these factors, the Department has a relatively low level of influence on the measure. Nevertheless, the measure provides some indication of the effectiveness of partnerships in delivering effective correctional programming. The consistently high successful completion rates since 2001 suggests that criminogenic needs are being addressed through the programming.

2004-05: 92 per cent
2003-04: 90 per cent
2001-02 Baseline: 100 per cent

Source: Corrections and Public Safety Adult Corrections program data

Number of youths completing alternative measures program

Alternative measures are programs in which offenders accused of a criminal offence take responsibility for their behaviour by participating in a community-based program, either at the pre-charge or post-charge stage. These programs attempt to balance the needs of victims, the accused, and their communities while ensuring that society is protected. In Saskatchewan, alternative measures are specific government-authorized programs designed to operate as an alternative to the traditional court-based system for dealing with crime. The number of youth successfully completing these programs is a measure of the ability of community-based organizations to plan and deliver correctional services.

Factors that influence the measure include the capacity of the community-based organization to hire and retain sufficiently trained staff. Other factors include the willingness of the police and Crown to refer youth to these programs. The Department has a moderate influence on this measure. Given the various factors that influence the program delivery and referrals to the program, one would expect some fluctuation from year-to-year in the number of participants completing the program.

2004-05: 2,534
2003-04: 2,655
2002-03: 2,599
2001-02 Baseline: 2,354

Source: Corrections and Public Safety, Alternative Measures database

Per cent of youths successfully completing alternative measures program

While the number of youth measures volume, the per cent of youth completing the program measures the effectiveness of the programs delivered by community-based organizations. Youth that successfully complete the programs will not acquire a criminal record. A high rate of successful completions will result in a reduction in the number of cases going through the court system and victim and community satisfaction in the justice system.

Factors that influence the measure include the ability of the community-based organization to attain meaningful agreements between the victim and offender, the willingness of the offender to participate in the process, and the meaningful participation of community representatives in the process. The Department has a low level of influence on this measure.

The consistently high rate of successful completions that has been demonstrated for the past four years would indicate that once offenders are fully engaged in the process, they commit to it and experience a high rate of success.

2004-05: 92 per cent
2003-04: 89 per cent
2002-03: 93 per cent
2001-02 Baseline: 92 per cent

Source: Corrections and Public Safety, Alternative Measures database

Objective 2 – Government and community service providers work together to enhance municipal capacity

Most of the root causes of crime lie outside the scope of the criminal justice system; these causes can only be addressed through partnerships and integrated work among many stakeholders. However, there are justice system factors that can be directly addressed by the Department in co-operation with Aboriginal communities, governments and organizations, other stakeholders in the criminal justice system, and other government and non-government agencies.

Local authorities have the primary responsibility for providing a safe environment for their residents. However, due to finite resources, each municipality cannot independently provide the complete complement of activities and services needed. Provincial, regional and local partnerships can provide opportunities to create support structures that share expertise, prevention initiatives, emergency services and regulatory services which will increase the level of safety within each community.

Key Actions for 2004-05 and Progress Made

- Continue implementation of the *Youth Criminal Justice Act (YCJA)* in collaboration with Justice, Community Resources and Employment, Health, Learning and Aboriginal organizations, and modify policy and practice as required.

- *YCJA* policies and procedures have been developed and implemented throughout both custody and community programs.
- The Core Committee, consisting of representatives from four departments, is a working committee responsible for the implementation of the *YCJA*. The Committee is developing the new *YCJA* Child Welfare Referral process and work plan to assist the court in making referrals to Child Welfare Agencies.
- The Departments of Health, Learning and CPS have developed an interdepartmental program called Intensive Rehabilitation Custody and Supervision Program (IRCS) for the administration of the new *YCJA* sentence of the same name. One order was made in February 2005 for a psychological assessment to determine whether or not an IRCS order would be appropriate. Since April 2003, no IRCS sentences were made.
- Evaluation of the implementation of the *YCJA* is ongoing, and departments continue to work together to resolve *YCJA* implementation issues. A Benchmark Report regarding the *YCJA* implementation was submitted to the Department of Finance in October.

- Continue development of the five community-based targeted crime reduction strategies in partnership with justice system stakeholders (Regina, Saskatoon, North Battleford, Meadow Lake, Prince Albert).
  - Targeted crime reduction strategies are underway in Regina, North Battleford and Saskatoon. Planning has begun for projects in Prince Albert and Meadow Lake.
  - The Regina Auto Theft Strategy introduced a new early intervention program delivered by a school resource officer; the criteria for the electronic monitoring program was revised to enhance appropriate utilization of the program; and the community safety planning process for supervising and rehabilitating young offenders was fully implemented.
  - The North Battleford Crime Reduction Strategy, Promoting Youth Success, worked on improving collaboration with the Aboriginal community and reviewing the strategy to ensure efforts were targeted at the youth that commit the greatest number of offences within the City. While this strategy focuses on youth, Adult Corrections is represented on the committee and is a resource for adult offenders when they are identified.
  - Phase 1 of the Saskatoon Crime Reduction Strategy focussed on reducing the high incidence of break and enters in the city. The strategy includes public education, early intervention, improved information sharing and collaboration between the partners, and intensive monitoring and rehabilitative efforts with youth and adult offenders. Two probation officers were hired for the strategy, and standards of supervision for this targeted group were drafted.

- Continue Youth Services Model pilot projects in Regina and Prince Albert.
  - The Prince Albert Youth Services Model project provides a variety of program activities including employment programs, drug and alcohol programs, and restitution programs. A Transition to School program was established in 2004 to assist youth leaving custody in accessing a school placement. A new Youth Services Model Coordinator will coordinate the activities of both the Youth Service Model Project and the Crime Reduction Strategy.
  - The Regina Youth Justice Forum (RYJF) completed its fifth and final year as a pilot. A decision on continuation of the Forum will be made in 2005-06. Some of the program activities undertaken include: Youth Voice (youth leadership development); Transitions to Work (pre-employment and job placement); Aboriginal Youth Justice Committee (conflict resolution and Aboriginal community support); and the Help End Auto Theft (HEAT) program connected to the Regina Auto Theft Strategy. RYJF also worked with the FSIN, Regina Police Service and Justice Canada to develop a community-based response to Aboriginal youth gangs in Regina.

- Participate in a provincial strategy on Fetal Alcohol Spectrum Disorder (FASD)/Cognitive Disabilities with Health, Learning and Community Resources and Employment.
  - A reference committee was established to provide consultation on the development of an extrajudicial sanctions pilot project in Saskatoon for youth with Cognitive Disabilities. The pilot will begin April 1, 2005.

- With Justice, advance integrated approach to crime prevention activities with the federal government.
  - The Youth Service Model is a collaborative effort among several provincial government departments, Aboriginal organizations and community-based groups to improve the way these partners deal with youth that offend or are at risk to re-offend. In 2004-05, the federal government provided funding through the Youth Justice Renewal Fund to evaluate the two pilot projects in Regina and Saskatoon that were implemented in 2000. As well, a representative from Human Resources Development Canada sits on the Steering Committee for the North Battleford Crime Reduction Strategy.

- Provide communities with the tools and information needed to assess and improve their capacity to manage local public safety issues.
  - The Office of the Fire Commissioner provided technical advisory services by offering tools to evaluate and implement fire protection services, thereby advancing municipal self-sufficiency. Bulletins addressing such areas as joint agreement bylaws for fire protection agreements and mutual aid agreements, fuel dispensing stations and bed and breakfast inspections were developed and posted to the web site. As well, portions of the Local Assistant's Handbook were updated, allowing fire chiefs access to important operational information on-line.

- With the fire sector, develop strategies to improve fire protection outcomes and integrate with approaches to emergency management.
  - In June, the Fire Service Joint Council was re-established. In addition to other activities the Council provides feedback on initiatives and policies to achieve improvements in public safety outcomes. It is anticipated that these efforts will support the regionalization of emergency service delivery and ultimately provide better access to more effective and improved services.

- Assist the Public Safety Answering Points of the enhanced Sask911 system to respond to issues.
  - In co-operation with the PSAPs, the Department developed a process to investigate all issues raised by communities relating to the operation of the 9-1-1 system. The PSAPs and Sask911 have met with approximately 20 communities regarding issues related to dispatch and other communications problems.
  - The Department is co-ordinating activities with the Prince Albert Public Safety Answering Point, the lead agency designated to implement the system in the North. Communities from Buffalo Narrows south have now completed their preparation for the 9-1-1 service and are scheduled to receive 9-1-1 in June 2005.

- In partnership with the Department of Justice, continue with Phase 2 of the Regina Auto Theft Strategy, with a targeted reduction of 50 per cent of the 2001 level by the end of 2005. This equates to a reduction of 1,900 vehicles stolen/attempted in 2005 from the 2001 level of 3,800.
  - By the end of 2004, there was a 31 per cent reduction in auto thefts over the four years of the strategy.

Measurement Results

Per cent of the Saskatchewan population that lives in a community that has entered into a mutual aid agreement

The first level of government response in dealing with an emergency is the local authority. If an emergency exceeds or is likely to exceed the capacity of the local authority, the local authority activates a second level of response, a mutual aid agreement, which involves sharing resources from adjoining or neighbouring municipalities. The per cent of the population in communities that have entered into a mutual aid agreement is a measure of community service providers working together to enhance municipal capacity for public safety.

A factor that influences the measure is the capacity of a municipality or a number of municipalities to respond to emergencies. The Department plays a supportive role to municipalities in building this capacity and,

therefore, has a low level of influence on the measure. Mutual aid agreements among municipalities primarily apply to smaller and rural communities; thus there is a built-in limitation as to how high this number can reach.

2004-05: 87 per cent
2003-04: 87 per cent
2001-02 Baseline: 75 per cent

Source: Corrections and Public Safety, Protection and Emergency Services program information

Per cent of Saskatchewan population that lives in a community that has landline telephones with 911 service

Sask911 is a co-operative program among the Province, municipalities and health districts to establish an Enhanced 9-1-1 call-taking system. Upon full implementation of this system, Saskatchewan residents, no matter where they live or travel, will be able to dial 9-1-1 to access a trained emergency call-taking operator at a Public Safety Answering Point (PSAP). The measure is a good measure of government and community service providers working together to enhance municipal capacity in matters of public safety.

Although the 9-1-1 system implementation is 99 per cent complete, there are ongoing operational issues that will require co-ordination by Sask911. Sask911 has established a committee in cooperation with the Public Safety Answering Points (PSAPs), Justice, Health, Saskatchewan Urban Municipalities Association (SUMA), Saskatchewan Association of Rural Municipalities (SARM) and other stakeholders to identify and enhance the current system. These partnerships will serve to further enhance municipal capacity in this area.

Sask911 is regulated by legislation and, therefore, there are few factors affecting the implementation. The Department plays a supportive role to municipalities and, therefore, has a low level of influence on the measure. With implementation now 99 per cent complete, a new measure to assess how government and communities work together will be developed.

2004-05: 99 per cent
2003-04: 99 per cent
2001-02 Baseline: 90 per cent

Source: Corrections and Public Safety, Protection and Emergency Services program information

Per cent of population that lives in a community that has entered into a fire protection agreement

Fire protection agreements involve sharing fire protection services with adjoining municipalities. The per cent of the population in communities that have entered into these agreements is a measure of community service providers working together to enhance municipal capacity in matters of public safety.

The fire protection agreement goals are influenced by the working relationship of the municipalities within a given region. Some municipalities may not enter into an agreement if they are not aware of the possibility or do not know the details of creating a good agreement. The Department influences these goals through awareness and educational programs that not only address the lack of understanding, but also the working relationships between municipalities. While the Department does not negotiate agreements, it does assist by identifying the mutual benefits of making such agreements.

Although the majority of the Saskatchewan population resides in communities where there is fire protection or fire protection services there are still gaps in the types and levels of services delivered. It is recognized that services could be improved significantly by regionalizing prevention and response services. It is expected any measurable progress will occur over the long term. The new organizational structure in the Protection and Emergency Services (PES) Branch is designed to promote regional public safety. It is recognized that by communities consolidating resources, broader coverage and more effective and efficient emergency services can be provided.

2004-05: 25 per cent
2003-04 Baseline: 25 per cent

Source: Corrections and Public Safety, Office of the Fire Commissioner program information

Objective 3 – Citizens are aware of public safety issues and communities have trained responders

The Department delivers a number of programs and services that contribute to a safe living environment. This is accomplished by working with municipalities, fire services, those involved in building and fire code safety, emergency services providers, and individuals and industries involved

in the manufacture, installation and operation of building-related heavy equipment. Citizen awareness of public safety issues is important for the prevention of emergency situations, and it is important for citizens to know whom to contact when emergencies occur. Education, training and public awareness are, therefore, critical to improving community safety. In addition, having trained responders in each community allows for timely responses to emergency situations.

Key Actions for 2004-05 and Progress Made

- Support communities to obtain the training and certification they need to respond to public safety issues.
  - In addition to its regular certification services, the Office of the Fire Commissioner (OFC) partnered with the Regina and Prince Albert Fire Departments to help them gain better access to certification programs. These fire departments arranged for and conducted certification programs resulting in 16 programs being delivered and 330 certificates being issued so far this year.
  - SaskEMO facilitated 17 courses within municipalities with 378 participants studying basic emergency management, emergency operations centre management or specific training for Elected Officials.
  - SaskEMO also held eight municipal emergency plan development workshops intended to assist local officials build an effective local emergency plan. Forty-one municipalities participated in these workshops.
  - In May 2004, 17 fire fighters and police officers graduated from an in-depth fire investigator training program presented by the OFC in partnership with the Saskatchewan Police College. Graduates were certified in accordance with internationally recognized professional qualification standards established by the National Fire Protection Association and, other than members of the OFC staff, are the first group of investigators to receive this qualification in Saskatchewan. These investigators will assist in identifying the cause, circumstances and origin of fires, and this information will be used to establish public awareness campaigns, identify potential building and fire code changes as well as addressing training gaps in fire fighter training programs for a more effective response.
  - A second fire investigator training program was started in 2004 in partnership with the La Ronge Fire Department. The first phase of the course was delivered in January 2004, with the second phase delivered in September 2004, as part of the course requires persons to work outside on a fire scene.
  - The progressive fire investigation training seminars continued with delivery of the Diffuse Phase Explosion Investigation seminar in March. There were 1,033 Progressive Workshops delivered across the province.
  - In addition, staff carried out more than 70 high-level fire investigations related to those fires where deaths had occurred, a large loss or a suspicious cause had been identified. Staff also provided support to numerous fire investigations carried out by local assistants.

- Co-ordinate issues and help implement public education and awareness strategies on public safety.
  - Student Activity Guide - Final draft was presented to Saskatchewan Learning in November to include in their curriculum in 2004-05.
  - 9-1-1 Northern Expansion - Brochures and support material were translated into Cree and Dene for circulation during activation of the system in late 2004.
  - Tabletop Display Units were developed to assist Public Safety Answering Points in educating the public about the 9-1-1 service.
  - 9-1-1 Videos - A video was developed on the Emergency Co-ordinator role.
  - 9-1-1 Web site - Incident reports are now available on-line. Work to update them began in December 2004.
  - Three Wildfire Information Sessions were held in Nipawin, Prince Albert and Meadow Lake, in conjunction with the OFC and Saskatchewan Environment, to provide training and guidance to representatives from higher risk communities in the prevention and response to interface fires that threaten communities each summer.
  - Fire Prevention Week activities were completed in September; Emergency Preparedness Week activities in May.

Measurement Results

Number of students certified in accordance with NFPA professional qualification standards

Saskatchewan follows National Fire Protection Association (NFPA) Standards for the professional qualification of fire fighters. The OFC is accredited under the International Fire Service Accreditation Congress (IFSAC) to certify fire fighters under NFPA Standards. The number of participants in these courses is a measure of the community capacity to enhance public safety. In 2004-05, the OFC held 26 certification sessions issuing 471 certificates to 168 students. Students often participate in more than one of the 13 different programs; thus the same student may receive a number of certificates.

In 2004, the OFC partnered with the Regina Fire Department and the Prince Albert Fire Department to support these departments to arrange and conduct certification programs to meet their needs. Meetings with the Saskatchewan Institute of Indian Technologies (SIIT) were also held to discuss fire fighter training at the Four Winds educational facility. The future impact of these additional training opportunities will no doubt impact positively on the number of students certified and the ability to address needs in this area.

2004-05: 168
2002-03 Baseline: 137

Source: Office of the Fire Commissioner program data

Number of Saskatchewan participants who are trained and certified in accordance with the NFPA Fire Investigation Standard

There is a need in the Province for a group of highly skilled and trained investigators to deal with sophisticated cases. The OFC was accredited for this certification in 2001-02. The training consists of a series of seminars and courses that take a number of years to complete. The number of participants reflects the number required to maintain the pool of trained investigators.

The factors that influence the participation in courses in the accredited international fire investigation standards are logistical. The number of people trained and certified is influenced by the ability to hold courses and seminars, the ability of the individuals to attend the courses and seminars, and by the time it takes them to go through the training. The Department has a high level of influence in this measure.

Because trainees may participate in a variety of programs, some of which take several years to complete, the number of trained and certified participants may vary considerably from year to year depending upon what stage they are at with respect to the different training programs. Taken over the long term, however, the numbers indicate a steady and consistent trend toward maintaining the necessary trained investigators. The results from 2004-05 are considered to be on track for addressing the need.

2004-05: 17
2002-03 Baseline: 31

Source: Office of the Fire Commissioner program data

Goal 2 – Re-offending is reduced due to effective program interventions with offenders

Objective 1 – Program interventions to reduce re-offending behaviour reflect current research and evidence-based practices

There is a growing understanding that the incarceration of offenders, by itself, is not the answer to reducing re-offending behaviour. There is recognition that a combination of supervision, risk and needs assessment, and the delivery of appropriate programs to high-risk and violent offenders will more likely meet communities' expectations of a correctional system. Continual monitoring of research and evidence is essential for successful outcomes.

Key Actions for 2004-05 and Progress Made

- Establish a research forum and develop and implement a research agenda to build a body of knowledge about effective programs and approaches.
  - The Correctional Program Assessment Inventory (CPAI) process was selected for the evaluation of adult and young offender programs to determine their effectiveness. Training began in late September with 25 people in AC and YO participating. This

assessment evaluates programs against best practises and provides direction for improvement. Research indicates the higher the score on CPAI, the lower the associated rate of recidivism for youth and adults who have completed the programming.
  - A research forum was established with the three universities. The forum meets twice annually to share research projects and to discuss common research needs.

- Monitor an integrated case management and Level of Services Inventory (LSI) - Saskatchewan Risk/Needs Assessment process throughout the Young Offenders Program.
  - The results of most of the LSI assessments completed since 2003 are available on the Saskatchewan Young Offender Case Administration and Management System (SYOCAMS).

- Enhance integrated case management approach with other departments and sectors.
  - CPS participated in the Human Services Integration Forum (HSIF) committee to assess the extent to which departments support or endorse integrated case management. The assessment process began at the end of September and continued throughout the year.

- Conduct program audits to ensure program integrity.
  - YO – Preliminary manual audits were conducted in conjunction with supervisors in Prince Albert and Saskatoon to begin the process of assessing program data against standards for quality assessment and case planning. This work will continue in 2005-06.
  - Initial development of an automated program audit manual was completed.
  - Training components were developed for staff to use in individual work with youth and adults, replacing some of the group work done in the past.
  - Results of the Adult Corrections Integrated Case Management 2004-05 audit were discussed with work units in order to address any weaknesses in the audit and to make improvements for 2005-06. Audit information is being collected on spreadsheets for the first time, making the analysis of the result more efficient.
  - Five CPAI evaluations are currently underway in Adult Corrections and Young Offenders, with seven more scheduled to be completed in 2005-06.

- Develop a strategy to address young offender residential needs outside of custody.
  - An evidence-based strategic framework for the development of residential support services for young offenders is nearing completion. This framework will provide a foundation for regional action plans to establish a continuum of residential supports for young offenders in each area. Although needs and regional priorities will vary, the Department's strategic priorities include:
    - Revitalization of the Community Homes Program in order to increase involvement of First Nations and other Aboriginal families and communities;
    - Planning with community and government stakeholders regarding non-custody, transitional living-focused, residential resources in Prince Albert, La Ronge, Regina and Moose Jaw.
    - Residential support and outreach: Outreach services are currently being provided through the Youth Employment Support Program (YES) in Prince Albert, and the Regina Youth Justice Forum is proposing to develop a residential support worker position to support youth engaged in other employment or educational activities.

Measurement Results

Per cent of offenders participating in the CHOICES program whose level of risk has been assessed as medium or high

The CHOICES program is a cognitive/behavioural program designed for offenders under community supervision who have a substance abuse problem. The program consists of 10 half-day sessions. It also includes weekly Relapse Prevention maintenance sessions for three months. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure demonstrates if the Department is targeting programs to the appropriate target group

(medium to high risk) and thus contributes to assessing whether or not programs reflect current research and evidence-based practices.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure. The consistently high per cent that has been shown since 2001 would indicate targeting to the appropriate group.

2004-05: 93 per cent
2003-04: 100 per cent
2001-02 Baseline: 91 per cent

Source: Corrections and Public Safety, Adult Corrections Data Collection sheets

Per cent of offenders participating in the Offenders Substance Abuse Pre-release program whose level of risk has been assessed as medium or high

The Offenders Substance Abuse Pre-release program (OSAPP) consists of 26 two-hour sessions in a cognitive/behavioural substance abuse program that is directed primarily at inmates within correctional centres. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure illustrates if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure. As with the previous measure, the consistently high per cent demonstrated since 2001 would indicate appropriate targeting and therefore consistency with current research.

2004-05: 98 per cent
2003-04: 100 per cent
2001-02 Baseline: 98 per cent

Source: Corrections and Public Safety, Adult Corrections Data Collection sheets

Per cent of offenders participating in the Cognitive Skills program whose level of risk has been assessed as medium or high

The Cognitive Skills program consists of 38 two-hour sessions directed at teaching the offender skills related to how he/she thinks. Areas covered are problem solving, critical reasoning, social skills and creative thinking. Research indicates that programs targeted at high to medium risk offenders can be effective in reducing the level of risk to re-offend. This measure shows if the Department is targeting programs to the appropriate target group.

The main factor that influences this measure is the availability of offenders appropriate for the program. The Department does have influence over who is referred to the program, so has a high level of influence on the measure. As with the previous measures, the consistently high participation rate demonstrated since 2001 would indicate appropriate targeting and therefore consistency with current research.

2004-05: 95 per cent
2003-04: 99 per cent
2001-02 Baseline: 98 per cent

Source: Corrections and Public Safety, Adult Corrections Data Collection sheets

Per cent of offenders who have completed their sentence at a correctional facility and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed custody and were re-admitted to any correctional program is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has limited influence over the measure. A low per cent figure is desirable for this measure.

2004-05: 45 per cent*
2003-04: 36 per cent
2001-02 Baseline: 34 per cent

Source: Corrections and Public Safety, Corrections DataMart/Corrections Management Information System

(*Release concluded between April 1, 2002 and March 31, 2003 where the offender was readmitted on or before March 31, 2005)

It should be noted that there was an error in reporting on this measure in previous years. The figure that was reported previously only included readmissions to a correctional facility, whereas it should have included readmission to any correctional program as the measure states. Thus, the increase in the readmission rate in 2004-05 over the previous year reflects the error in reporting more so than a true increase in readmission rates. The Department will be looking to recalculate the figures for the previous years in order to appropriately revise the figures.

Per cent of offenders who have completed probation and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that target the criminogenic needs of offenders, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed probation and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

2004-05: 32 per cent*
2003-04: 18 per cent
2001-02 Baseline: 18 per cent

Source: Corrections and Public Safety, Corrections Management Information System

(*Release concluded between April 1, 2002 and March 31, 2003 where the offender was readmitted on or before March 31, 2005)

As with the previous measure, there was an error in reporting on this measure in previous years. The figure that was reported only included readmissions to a correctional facility, whereas it should have included readmission to any correctional program as the measure stated. Thus, the increase in the readmission rate in 2004-05 over the previous year reflects the error in reporting more so than a true increase in readmission rates. The Department will be looking to recalculate the figures for the previous years in order to appropriately revise the figures.

Per cent of offenders who have completed a conditional sentence and were re-admitted to any adult correctional program within 24 months of completion

Research shows that correctional programs that targeted at the specific areas that lead to offending behaviour, and that are delivered in a manner that matches the learning style of the offenders, can reduce subsequent re-offending behaviour. The measure of offenders that have completed a conditional sentence and were re-admitted to any correctional program (custody or community) is one measure of program effectiveness.

There are many factors that influence the lives of offenders as it pertains to subsequent offending behaviour. The Department may or may not have involvement with the offender past the expiration date of his/her custody sentence, so it has little influence over the measure. A low per cent figure is desirable for this measure.

2004-05: 40 per cent*
2003-04: 23 per cent
2001-02 Baseline: 18 per cent

Source: Corrections and Public Safety, Corrections Management Information System

(*Release concluded between April 1, 2002 and March 31, 2003 where the offender was readmitted on or before March 31, 2005)

As noted above, there was an error in reporting on this measure in previous years. The figure that was reported only included readmissions to a correctional facility, whereas it should have included readmission to any correctional program. Thus, the increase in the readmission rate in 2004-05 over the previous year reflects the error in reporting more so than a true increase in readmission rates. The Department will be looking to recalculate the figures for the previous years in order to appropriately revise the figures.

Per cent of participants in the Help Eliminate Auto Theft (HEAT) program whose level of risk is assessed as medium to high

The HEAT program was begun in Regina in 2002 to respond to the increasing problem of auto theft by young offenders. The HEAT program is for first time offenders and incorporates a targeted approach that includes enhanced partnerships, tighter supervision, better co-ordination and more effective rehabilitation. All referrals to the HEAT program go through a preliminary risk and needs assessment screening process. Those that are screened as medium or high are accepted into the program. Those that have a preliminary screening of low-risk are referred to other alternative measures program interventions. The measure shows the number of youth referred whose initial level of risk is assessed as medium or high.

The proportion of medium to high-risk offenders participating in the program reflects the appropriateness of the referrals to specialized programs. The Department has a moderate influence over this figure.

2004-05: not available*
2002-03: 69 per cent

Source: HEAT program information

*This measure has been described as the proportion of medium to high-risk referrals to HEAT. However, it is now known that virtually all referrals to the HEAT program are medium to high-risk, since that is the target group for which the program is best suited and most effective. Thus, 100 per cent of referrals to HEAT are medium to high-risk and the measure as previously written is not meaningful. For example, only three low-risk referrals were received and diverted to other programs in 2004. It would appear that the per centage reported in 2002-03 was not an accurate portrayal of the measure and was most likely due to data collection errors.

As a result, for 2005-06, the measure has been re-framed to track the total number of participants in the program (all of whom are medium to high-risk).

Per cent of HEAT participants who re-offend (auto theft)

The proportion of HEAT participants who re-offend in the area of auto theft is one measure of the effectiveness of the approach. However, there are many factors that influence the lives of offenders in relation to subsequent offending behaviour. The Department has a low level of influence over these factors, and thus a low level of influence over the measure. A low per cent figure is desirable for this measure since that indicates a low level of reoccurrence of auto theft behaviour.

2004-05: 14 per cent*
2002-03 Baseline: 7.2 per cent

Source: HEAT program information

*The figure represents the two-year period 2002-03 to 2004-05, thus is significantly higher than the previous reporting period that was for a one-year period only. Data that tracks re-offending is not always available on a regular annual cycle. Assuming that the two-year rate of 14 per cent was evenly split, the annual rate would be consistent with the 2002-03 rate.

Objective 2 – Staff and programs respect the cultural and spiritual needs of Aboriginal clients

For the justice system to be effective it must treat Aboriginal people fairly, and work to address issues that now result in high levels of offending behaviour and victimization of Aboriginal people. The keys to this include: supporting Aboriginal communities, organizations and governments in developing, delivering justice services; integrating the values, cultural practices and beliefs that meet the needs of Aboriginal people; and, employing more Aboriginal people in the justice system.

A key principle of the common program framework for adult and youth corrections that is being implemented by the Department is that, in order to be effective, programs must incorporate the unique cultural, spiritual and language needs of offenders.

Key Actions for 2004-05 and Progress Made

- Implement the common program framework for adult and youth corrections.
  - The Correctional Program Assessment Inventory (CPAI) has been implemented as an instrument that incorporates common principles for program development for adults and youth. Twenty-five people in AC and YO have received training.

- Participate in the Strategy for Métis and Off-Reserve First Nations People.
  - Continued participation in this interdepartmental committee.

- Provide appropriate cultural programs and opportunities in community and custody programs.

Adult Corrections
  - Provided access for offenders to Elders and traditional ceremonies while in custody.
  - The Regina Provincial Corrections Centre (RPCC), Prince Albert Correctional Centre (PACC) and Pine Grove Correctional Centre (PGCC) offer cultural and spiritual programs such as Journey to a Better Lifestyle to sentenced inmates.
  - Contracted with File Hills Qu'Appelle Tribal Council to provide probation services to band residents.
  - Negotiated joint agreement with White Bear First Nations to target a probation officer position for their community members to provide probation services and co-facilitate the Alternative to Violence group with Mental Health.
  - Contracted with Prince Albert Grand Council (PAGC) for a spiritual healing lodge housing 20 Aboriginal offenders on Wahpeton First Nation.
  - Ensured community Training Residences have Elders involved with specific offenders and working with First Nations communities on release planning.
  - Recruitment for probation officers in the North focuses on Cree-speaking individuals in order to participate fully in the Cree court and provide relevant programming in the community.
  - Negotiated 15 agreements with First Nations bands for Early Release and Integrated Case Management Agreements to facilitate reintegration.
  - Cultural co-ordinators exist in all secure custody facilities, with their meetings attended by FSIN.

Young Offenders
  - Youth in custody have access to Elders and traditional ceremonies; cultural camps delivered at Neekaneet First Nation by Paul Dojack Youth Centre (PDYC); winter cultural camp delivered by Fort Qu'Appelle office in conjunction with PDYC and First Nations communities. Eighteen youth being reintegrated to the community attended camps in February 2005.
  - CPS funds cultural reintegration programs delivered by three tribal councils for youth being released from custody or youth in the community at high risk of receiving custody sentences.

- Deliver Aboriginal cultural awareness training to staff.
  - Cultural awareness training was provided to all new staff at Orcadia Youth residence and Kilburn Hall. Refresher workshops were also provided to existing staff at Kilburn Hall.
  - Through Treaty 4 First Nations, workshops and training were provided to staff at Echo Valley. Staff were also involved in the winter cultural camps delivered in the area.
  - Every probation region and most Community Training Residences have had cultural awareness workshops provided by the First Nations University of Canada.

Measurement Results

Per cent of Corrections and Public Safety employees that self-identify as being of First Nations or Métis ancestry

One way of helping ensure that correctional programs respect the cultural and spiritual needs of Aboriginal clients is to have correctional staff who are of First Nations or Métis ancestry. This measure reflects data based on self-identification, so may be an under-representation of the proportion of staff of First Nations or Métis ancestry.

The Department has a moderate level of influence over the measurement results. The results for both years reported below are consistent with current trends in public service organizations.

2004-05: 15.1 per cent
2002-03 Baseline: 15 per cent

Source: Saskatchewan Public Service Commission

Objective 3 - Programs and services support the appropriate use of diversion, alternatives to custody, and assistance in offender reintegration

The need to provide appropriate programs to address the needs of offenders as a means of minimizing the risk they pose and addressing their criminogenic needs is an ongoing challenge. Effective early intervention services, such as diversion and alternative measures, can prevent offenders' further involvement in the criminal justice system. Community treatment and reintegration programs that address the needs of offenders and manage risk to the community are more effective in achieving long-term behavioural changes.

Key Actions for 2004-05 and Progress Made

- Expand intensive supervision programs.
  - Young Offender Programs developed a community safety planning process for supervising and rehabilitating sentenced young offenders. Each youth's level of risk to reoffend was assessed and supervision matched to the level of risk and programs that address their offending needs. Programming is delivered through community youth workers.

- Continue to evaluate alternative measures programs for youth to maximize appropriate use, enhance existing programs to provide services based on best practices research, and target new programming to specific community needs.
  - As part of the Saskatoon Crime Reduction Strategy, $64,000 was allocated to Saskatoon Tribal Council to deliver a targeted alternative measures program to youth who commit their first break and enter offence.
  - In April 2004, an enhanced alternative measures screening process was implemented in Regina to help ensure appropriate use of diversion and alternatives to custody.

- Work with justice stakeholders, and federal/provincial/territorial forums on strategies to review the use of remand.
  - CPS continued to co-chair an F/P/T Working Group on remand issues. The working group completed a discussion paper on remand that will be considered by Heads of Corrections and Deputy Ministers Responsible for Justice.

- With Community Resources and Employment (DCRE), enhance training and employment opportunities for offenders.
  - Regina and Prince Albert Youth Services Model Projects worked with DCRE in the delivery of employment programs for youth leaving custody. There are two programs in operation in Prince Albert, one in Regina and one in Saskatoon through the Yarrow Youth Facility. The programs are showing success in locating employment for youth while in custody and upon leaving custody. These youth are also being supported in their job placements by job coaches to ensure a longer-term employment success.

- Increase access of youth and adults to provincial and federal addictions and mental health treatment programs.
  - The Departments of Health, Learning and CPS continued working together in the delivery of programs for violent youth through the High Risk and Violent Young Offender Initiative (HRVYOI), and the Intensive Rehabilitative Custody and Supervision Program (IRCS). CPS and Health partnered in delivery of services to sexually offending youth, including alcohol and drug services delivered through the Health Authorities.
  - In Prince Albert, an alcohol and drug outreach program provided community based services to offending and at risk to offend youth. In Regina, an alcohol and drug program called Double Trouble was delivered in the Paul Dojack Youth Centre.

- CPS is represented on the Intersectoral Advisory Committee on Children's Mental Health Services, mandated to provide a response to the report of the Children's Advocate.

- Work with justice stakeholders on efficiencies in the justice system.
  - CPS participates in the Justice Efficiencies Roundtable with senior officials from each part of the justice system. The Roundtable shares information from each sector in order to strategize on improving outcomes in the justice system.

- Review and completion of Phase I implementation of the Integrated Case Management System for Youth and Adult Corrections.
  - Funding package was developed and approved as part of the fiscal 2005-06 budget.
  - Initial assessment of the system has been completed; this fiscal year will focus on the detailed assessment phase, with specific attention on Young Offender and Youth Court areas.

Measurement Results

Per cent of offenders who were granted early release under the Extended Authorized Absence Program (EAAP) and were re-admitted to any adult correctional program within 24 months of completion

Under the provisions of *The Correctional Services Act*, offenders can be granted release from custody prior to their custody release date that has been calculated for remission. A typical reason for early release would be to attend a treatment program in the community. This measure, then, is a gauge of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. While the Department has supervision requirements for the duration of the EAPP, there may not be supervision requirements past the time of custody termination. The Department has a low level of influence on this measure. A low per cent figure is desirable for this measure; thus the increase in the rate this period is significant. The Department will be undertaking further analysis in 2005-06 to determine possible reasons for the increase in the readmission rate and to determine if the increase is a true increase in readmission or as a result of a data collection problem or change in reporting period.

2004-05: 43 per cent*
2003-04: 27 per cent
2001-02 Baseline: 22 per cent

Source: Corrections and Public Safety, Corrections Management Information System

(*Release concluded between April 1, 2002 and March 31, 2003, where the offender was readmitted on or before March 31, 2005)

Per cent of offenders who completed their sentence in a community training residence (CTR) and were re-admitted to any adult correctional program within 24 months of completion

Some offenders can be transferred to a CTR prior to the expiration of their period of custody. Typically, this would happen so that the offender could work in the community as part of a pre-release plan from custody. This measure is a measure of the offenders' reintegration into the community after a custody sentence, and helps the Department to determine the appropriate use of reintegration programs.

There are a number of factors that influence the lives of offenders, such as residence, education/employment opportunities, relationships with significant people and treatment. In some cases, the Department has involvement with offenders after their discharge from a CTR, but in many cases, there is no post-custody supervision required from the courts. The Department has a low level of influence over this measure. A low per cent figure is desirable for this measure.

As with the previous measure, the Department will be undertaking further analysis in 2005-06 to determine possible reasons for the increase in the readmission rate since the baseline year and to determine if the increase is a true increase in readmission or as a result of a data collection problem or change in reporting period.

2004-05: 38 per cent*
2003-04: 33 per cent
2001-02 Baseline: 22 per cent

Source: Corrections and Public Safety, Corrections Management Information System

(*Release concluded between April 1, 2002 and March 31, 2003 where the offender was readmitted on or before March 31, 2005)

Objective 4 – An accountability process is in place for correctional programs and services

There is a growing demand from the public and advocates for all corrections services to become more effective and efficient, to be more open to public scrutiny, to give better quality service to clients, to provide appeal processes and to be more accountable.

Key Actions for 2004-05 and Progress Made

- Conduct community program audits regarding implementation of Community Safety Plan standards.
  - YO - Preliminary manual program audits have been conducted with supervisors in Prince Albert and Saskatoon. Work to further develop the audit process and to analyze data will continue in 2005-06.
  - The focus for Adult Corrections is quality assurance and enhanced training regarding case planning and linkage with case management.
  - Adult Corrections has completed an audit of all files regarding implementation of Integrated Case Management. Results are currently being analyzed.

- Conduct security audits of custody facilities.
  - Young Offender Custody Program staff conduct reviews of serious incidents that include facility disturbances, escapes and assaults on residents or facility staff, Children's Advocate inquiries and Occupational Health and Safety complaints. Policy and procedures are adjusted as required as a result of the reviews.
  - Security audits in adult facilities are regularly undertaken in all facilities and revised according to need.

- Enhance financial management reporting in custody facilities.
  - Improved monitoring and analysis of overtime expenses and cost drivers is underway.
  - Targets have been set for reduction of vacation leave and time-in-lieu.
  - Informal training, support and mentorship opportunities are being provided for administration managers.

Measurement Results

Per cent of case plans in adult institutions that are in compliance with case management standards

The Integrated Case Management final phase was implemented in June 2002. This policy defines the standard of the completion of case plans in facilities within 28 days of the offender's admission. The Department conducts a file audit of all custody files to measure compliance with standards. This is a good accountability measure for custody programs since the completion of case plans within desired time lines demonstrates the extent to which programs are consistent with established standards, thereby demonstrating accountability for program quality and effectiveness.

The factors that influence this measure include custody population sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure. The Department would like to see higher results for this measure and will be examining it more closely in the coming year to determine if this is a matter related to entry of the data, or if there are program or staffing issues that result in more case plans not being completed within the desired time frame.

2004-05: 60 per cent
2003-04: 51 per cent
2002-03: 69 per cent
2001-02 Baseline: 53 per cent

Source: Corrections and Public Safety Adult Corrections, Corrections Management Information System (CMIS)

Per cent of case plans in community correctional programs that are in compliance with case management standards

The final phase of the Integrated Case Management plan was implemented in June 2002. This policy defines the standard for the completion of the case plan in community corrections to be within 42 days from the beginning of the sentence. The Department will do a file audit of a sample of community program files to measure compliance with standards. This will be a good accountability measure for community correctional programs.

The factors that influence this measure include caseload sizes and staffing issues, such as the maintenance of staff in each position. The Department has a high level of influence on this measure. As with the previous measure, the Department would like to see higher results for this measure. CPS will be examining the measure more closely in the coming year to determine if this is a matter related to entry of the data, or if there are program or staffing issues that result in more case plans not being completed within the desired time frame. The 2004-05 audit does not include information from the North Battleford and LaLoche offices, which likely contributed to the lower figure as compared with previous years.

2004-05: 44 per cent
2003-04: 53 per cent
2002-03: 52 per cent
2001-02 Baseline: 76 per cent

Source: Corrections and Public Safety, Adult Corrections, Corrections Management Information System (CMIS)

Goal 3 – Governments and communities are prepared for emergencies and maintain building and safety standards

Objective 1 – Emergency preparedness is increased across the Province

Prior to recent world and regional events, the Province was already facing the challenge of being able to respond to national emergency planning and security initiatives. With increased emphasis being placed by the federal government on national security, including essential infrastructure, these challenges have increased. Internal and external pressures will require the Department to develop policies and stretch limited resources as far as possible to respond to sector demands for inspection and licensing services, ennance municipal capacity for emergency preparedness, improve provincial emergency management, and respond to certain federal initiatives; all of which help to provide a safe living, working and recreational environment.

Key Actions for 2004-05 and Progress Made

- Co-ordinate and facilitate emergency preparedness across the provincial government.
  - Monthly meetings were held of the Provincial Emergency Management Committee (PEMC) to advance provincial public safety initiatives.
  - Improvements in the Provincial Security Program to enhance the timely and effective sharing of sensitive information across key government stakeholders were implemented.
  - CPS began an assessment to determine options and requirements towards a long-term strategy to provide an effective Provincial Emergency Operations Centre.

- Support communities to maintain and, where appropriate, enhance their level of emergency preparedness.
  - Protection and Emergency Services (PES) continued to deliver the successful provincial training and workshop programs across the Province. Courses included Basic Emergency Preparedness, Exercise Design, Emergency Public Information as well as a course specific for local Elected Officials.
  - PES staff further assisted municipalities through the design and delivery of local exercises and related training programs.

- Exercise emergency plans for each custody facility.
  - The development of emergency plans in all custody facilities will continue into 2005-06 and will be reviewed.

- Completion of the information system renewal project for the Emergency Planning unit.
  - The detailed information technology/ information management plan for the Protection and Emergency Services Branch has been completed.

Measurement Results

Number of persons trained in emergency management under the Provincial Training Program

The Saskatchewan Emergency Management Organization provides a series of training courses to municipal and provincial staff in various aspects of emergency management. Courses include Basic Emergency Management, Emergency Operation Centre Management, Exercise Design, and others designed to meet specific needs of stakeholders.

With respect to communities' preparedness for emergencies, the Department has a co-ordination and support role in this area. The number of municipal and provincial staff who are trained in various aspects of emergency management is one way of measuring emergency preparedness across the Province. The Department's level of influence on the measure is moderate.

2004-05: 378
2002-03 Baseline: 200

Source: Protection and Emergency Services branch training data base

Number of municipalities participating in Municipal Emergency Plan Workshops

This program, first introduced in 2002, is delivered by the Saskatchewan Emergency Management Organization to provide municipalities with hands-on assistance in the development of local emergency plans. The development of a good emergency plan is an important component of increasing emergency preparedness. The Department provides supports to local officials and community emergency co-ordinators with the design and development of an effective emergency planning model.

The number of municipalities participating in these workshops is one way of measuring emergency preparedness across the Province. The Department has a moderate level of influence on this measure through the support it provides with designing and developing emergency plans. At the same time, municipalities make the decision as to whether or not to participate in these opportunities. Longer term tracking of this relatively new program will provide a better indication of the impact on emergency preparedness.

2004-05: 81
2003-04 Baseline: 80

Source: Protection and Emergency Services program information

Objective 2 - Safety enforcement is applied within a regulatory regime that balances government, public, and stakeholder interests

The Department has been updating Acts and Regulations to ensure that they reflect current regulatory best practices, technology or safety requirements. The challenge is to more equitably redistribute responsibilities and liabilities for risk mitigation activities, between government and those responsible for creating risk. As a result, certain industry sectors are likely to continue to seek to improve the way in which Government regulates their industries and responds to technological change.

Key Actions for 2004-05 and Progress Made

- Contribute to and participate in national and international standards development respecting building, fire, pressure equipment, and elevator safety codes.
  - Licensing and inspection staff have participated as members of Canadian Standards Association (CSA) and American Society of Mechanical Engineers (ASME) technical committee for codes adopted under provincial legislation and related interprovincial and National Board of Boiler and Pressure Vessel Inspections (NBBI) Committees:
    - CSA B51, Boiler, Pressure Vessel and Pressure Piping Code
    - CSA B52, Mechanical Refrigeration Code
    - CSA B44 Elevator Safety Code
    - ASME Section 1, Power Boilers
    - ASME Subcommittee on Boiler and Pressure Vessel Accreditation
    - Association of Chief Boiler and Pressure Vessel Inspectors (ACI)
    - Association of Chief Inspectors Technical Committee (ACITC)
    - Standardization of Power Engineers Examinations Committee (SOPEEC)

- Consult with stakeholders, implement the provisions of *The Boiler and Pressure Vessel Act* and bring into force new regulations.
  - Consultations with key stakeholders on the proposed *Boiler and Pressure Vessel Regulations* were completed. Planned regulatory changes are anticipated to come into effect in the fall of 2005.

- Administer and deliver boiler and pressure vessel, and elevator and amusement ride inspection and related safety programs.
  - Boiler and pressure vessel inspection and related safety programs were maintained on or exceeded established targets.
  - Elevator and Amusement ride inspection and related programs were maintained relatively on target.
  - One incident involving an amusement ride was investigated and attributed to rider conduct. No injuries to personnel occurred.

- Administer gas and electrical licensing programs.
  - Gas and electrical licensing programs were maintained on target. While the number of licences issued in a given year is client driven and thus not under the control of CPS, the Department can and does determine how many licences will expire in the fiscal year and make a projection of how many will be renewed. The Department projected over 2,500 licences would be renewed; a total of over 2,600 were actually processed and issued.

- Prepare for adoption of the National 2005 Fire Codes and Building Codes, including energy efficiency standards.
  - The Office of the Fire Commissioner and the Building Standards Unit were actively involved in the technical review and development of the National Fire Code and National Building Code throughout the year. The consultation period for the development of the new codes was concluded and it is anticipated the new codes will be ready for distribution by the summer of 2005. Upon final acceptance of the new codes, the regulations under *The Uniform Building Accessibility Standards Act* and *The Fire Prevention Act* will require amendment to allow for adoption of the codes.

- Inspect over 9,000 boilers and pressure vessels, nearly 200 amusement park rides and over 2,500 elevating devices to ensure public safety.
  - The Department anticipated it would conduct between 9,000 and 10,000 inspections of boilers and pressure vessels during 2004-05. In fact, it completed 11,142 inspections of boilers and pressure vessels.
  - The Department anticipated it would conduct around 200 inspections of amusement rides and 2,500 inspections of elevating devices during 2004-05. In fact, it completed 199 inspections of amusement rides and 1,921 inspections of elevating devices.

Measurement Results

Number of reported elevator and amusement ride incidents

Elevators, or elevating devices, are in widespread operation throughout the Province. Passenger elevators, freight elevators, escalators, and ski lifts provide significant convenience to the public-at-large. Amusement ride devices are in widespread operation throughout the Province at fairs and exhibitions during the summer months. Amusement ride safety initiatives establish and enforce technical safety standards to minimize the potential hazards associated with the transportation and movement of people by complex electrical and mechanical equipment. The measure of incidents in these areas will inform the Department on the safety standards in the areas of government inspection. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors that influence the potential for incidents to occur fall within two distinct areas: the first is mechanical failure of the components of an elevator and the effectiveness of installed safety devices in response to a malfunction; and, the second factor is human intervention on the part of the passenger. The Department's influence is primarily associated with the first factor through its Licensing and Inspection Programs. Inspections undertaken are focused on the installed safety devices to ensure functionality in the event that there is a mechanical or electrical malfunction. A major factor contributing to serious injury is when a passenger who is stuck in an

elevator, after the safety devices have engaged in response to a problem, forces the doors and attempts to exit the elevator. The Department has limited influence in this area beyond public education, such as through posted signage.

2004-05: 1
2003-04: 3
2002-03 Baseline: 4

Source: Corrections and Public Safety, Licensing and Inspections monthly statistics

Number of reported incidents for boilers and pressure vessels

Licensing and Inspections provides public protection through the establishment and enforcement of technical safety standards related to the manufacture, installation, and operation of complex pressure equipment in widespread use in all commercial, industrial and institutional sectors within the Province. The measure of serious incidents informs the Department on the safety of communities as it pertains to government inspected boilers and pressure vessels. In this case, "incidents" refer to serious or potentially serious incidents due to operator error, undetectable deterioration of equipment and unpredictable influences.

The factors that influence the potential for incidents to occur are related to the design and manufacture, installation practices, and operation and maintenance of the pressure equipment. The Department's design registration, licensing of manufacturers, installers and operators of pressure equipment and related inspection programs has a direct influence on mitigating the risks associated with these areas. Periodic inspection of in-service pressure vessels provides a monitoring process on how effective an owner is in maintaining the pressure equipment and installed safety devices, in safe working order.

While obviously the overall goal is to have no incidents occur, the very low occurrence of incidents is a good outcome and one that suggests that safety enforcement is being appropriately applied.

2004-05: 1
2003-04: 1
2002-03 Baseline: 6

Source: Corrections and Public Safety, Licensing and Inspections monthly statistics

Goal 4 – Safe, healthy and respectful departmental workplaces

Objective 1 – Employee capability and competency is enhanced

Strategic human resource planning to enhance employees' skills and abilities in the Department includes staff training plans, equity programs and recruitment. These initiatives are fundamental to maintaining an effective working environment.

Key Actions for 2004-05 and Progress Made

- Deliver Anti-Racism and Anti-Harassment awareness sessions.
  - A two-hour session on harassment is included as part of the module Violence in the Workplace which is part of the induction training for new staff in adult correctional facilities.

- Implement the Learning and Development policy across the Department.
  - In the first quarter of 2004-05, a departmental learning policy was developed. Learning Plans are being implemented in all branches and facilities, with some branches having their plans established during 2004-05 and others working toward this goal in 2005-06.

- Participate in the Aboriginal Internship Program.
  - YO and Adult Corrections secured a placement for an individual as part of the Aboriginal Internship Program from September 1 to April 30. The intern was involved in research projects related to the use of remand and the case management audit.

- Develop competency profiles for career planning for front line staff.
  - Managers worked with Human Resources and the Public Service Commission to update the competency factors for the hiring of new staff. New competency factors have now been developed and reviewed with senior executives and the union. These competencies will also be used to set goals for staff learning and development.

- Revise induction/orientation training.
  - A new project was established in January 2005 to review and revise the staffing process for hiring new Correctional Workers and the Induction Training Program (ITP) for new employees. Completion is targeted for June 30, 2005.
  - Development began on a Core Competency Staffing Model, which includes recruitment, training and probationary process.

- Develop a departmental succession management program.
  - The CPS succession management program, Building Management Capacity, received 84 applications which were screened according to program criteria. Ten participants were selected to participate in this new program designed to support employees in acquiring management skills. Next steps will be a Group Orientation Session, undergoing competency assessment tools, and development of learning plans based on assessments of key competency areas.

- Improve labour relations in adult corrections.
  - Adult Corrections continued to work with the Provincial Institutional Operations Committee (PIOC), Departmental and Local Union Management Committees in order to address issues regarding labour relations.
  - The Department Union Management Committee met four times in 2004-05. Examples of agenda items include review of the Strategic and Financial Plans, annual budget development, labour relations, Employment Equity, Public Service Employee Survey 2003, contracts, Building Management Capacity Succession Program and overtime management.

Measurement Results
The performance measures for this objective are under development.

Objective 2 – Occupational health and safety is improved at all work sites

Staff and client safety and security are important issues at all correctional facilities and regional offices. Ensuring this level of safety requires the careful management of risk and the appropriate levels of protection.

Key Actions for 2004-05 and Progress Made

- Implement the Work Place Safety and Security guidelines and ensure yearly self-audits are conducted using the process outlined in the guidelines.
  - Active Occupational Health and Safety (OH&S) committees conduct inspections in all work places as required by law. No concerns have been expressed.

- Implement the Occupational Health and Safety Council work plan.
  - Occupational Health & Safety Council work plan accomplishments during 2004-05: Blood & Body Fluid policy implemented in Adult Corrections; Office Ergonomics program operational; and Wellness initiatives implemented including the Wellness Challenge & Influenza Vaccination.
  - Work plan initiatives under development include a framework for a department-wide health and safety strategic plan, a framework for Respectful Workplace in-service; a framework regarding healthiest shift work, and a draft policy on Infectious Disease.

- Evaluate the flu shot program for adult and youth facility staff.
  - Evaluation of the program was undertaken in March 2005. Results are still being analyzed, but initial indications are that the program was very well received and the response was greater than anticipated.

- Develop and implement an offender gang management strategy in the correctional centres and young offender facilities.
  - Kilburn Hall and the Saskatoon Correctional Centre co-hosted a conference regarding gangs in September 2004 in partnership with Child and Youth Services, FSIN and the Saskatoon Police Service.
  - A literature review of strategies for interventions with youth and adult gangs (in community and custody) was contracted out to consultants from the University of Saskatchewan and the First Nations University of Canada. Two drafts of this literature review were completed by the end of the fiscal year. This research will guide the development of a strategy to address gangs in facilities.

- PACC has drafted a program "Behavioural Control Plan" which will also address gang related behaviour.

- Develop a capital plan, with Saskatchewan Property Management, for the repair and maintenance of the correctional facilities and work areas.
  - The capital plan was approved in the budget submission and implemented.

- Explore building options to reduce usage of the 1913 section of the Regina Correctional Centre.
  - Approval for replacement of the 1913 section of the Regina Correctional Centre has been granted. This will involve 216 sentence beds and 144 remand beds. A Request for Proposal for the design phase was completed and an architectural firm has been chosen.
  - $40.69 million has been approved for the replacement of the 1913 section of the Regina Provincial Correctional Centre, with $3.89 million in the 2005-06 budget.

Measurement Results
The performance measures for this objective are under development.

Objective 3 – Clients' rights are respected and they are ensured access to due process

It is necessary to strike an appropriate balance between security, supervision and treatment, and the rights of the clients. Achieving this balance involves working closely with the offices of the Ombudsman, Children's Advocate and other client representatives.

Key Actions for 2004-05 and Progress Made

- Maintain an on-going dialogue with the Ombudsman and the Children's Advocate.
  - There are ongoing meetings between representatives from the Children's Advocates Office, Ombudsman and CPS (custody and community programs). These forums result in the resolution of issues that are identified by the CAO and the Ombudsman in community and custody programs.

- Continue to implement the action plan in response to the Ombudsman's report Locked Out: A Review of Inmate Services and Conditions of Custody in Saskatchewan Correctional Centres.
  - The response to the report was completed and work was begun on the implementation phase with both short term and long term work plans established.

- Develop youth advisory committees for facilities.
  - Youth advisory committees currently exist on an ad hoc basis regarding specific issues such as food services and cultural day planning.
  - Kilburn Hall (closed custody) and Yarrow Youth Farm (open custody) established an informal advisory group referred to as a "Gathering Committee" that includes Elders and academics from the First Nations University of Canada, Saskatoon community Elders, facility staff and mental health professionals.

- Implement a pilot project to incorporate male corrections workers at the Pine Grove Correctional Centre.
  - Pine Grove is currently developing the training plan for these positions. Positions are expected to go to competition in April 2005.

Measurement Results

Number of substantiated complaints to the Office of the Ombudsman

The Ombudsman is an Officer of the Legislative Assembly of Saskatchewan with the authority to investigate complaints received from members of the public who believe the government administration has dealt with them unfairly. Most of the complaints to the Ombudsman from Corrections and Public Safety come through Adult Corrections. The Ombudsman investigates every complaint made by a client, and either dismisses the complaint, determines that the government acted in the appropriate manner, or determines that there has been some contravention of policy and recommends corrective action. The number of substantiated complaints refers to the number of complaints where an investigation by the Ombudsman resulted in a recommendation for

corrective action. This measure gauges both the clients' satisfaction with the services being provided, and the Department's ability to provide access for these clients.

There are a number of factors that influence the measure, and these include the provision of basic services in a custodial setting, fair treatment in a restrictive environment and access to the rights of offenders. The Department has a moderate level of influence over the measure as it pertains to the treatment of individual clients, but a low level of influence as it pertains to other issues within the lives of clients, including the legal system.

2004-05: 8
2003-04: 10
2002-03 Baseline: 7

Source: Corrections and Public Safety, Adult Corrections program data

Objective 4 – An accountability process is in place for the Department

There is a growing demand from the public for government to be more open to public scrutiny, to be fiscally responsible and to be more accountable respecting issues of privacy.

Key Actions for 2004-05 and Progress Made

- Provide the first public report on performance measurement results.
  - First public report on results was provided as part of the Department's 2003-04 Annual Report.

- Manage fiscal resources effectively to ensure responsible stewardship of public funds.
  - $996,000 in Supplementary Estimates funding was approved based on the mid-year expenditure forecast and report.
  - No issues of significance identified in the Provincial Auditor's financial review for reporting to the Legislature.
  - All branches report monthly on expenditures, revenue and full-time equivalent staff (FTE's). This results in accurate forecasting. Capital assets are monitored.
  - The Department managed operating resources within the revised Expenditure Management Plan including the Supplementary Estimates funding.

- Implement recommendations applicable to CPS from the Deloitte & Touche review on privacy.
  - Privacy co-ordinator assigned.
  - Training regarding privacy legislation, proper storage of records and government Administrative Records Management System (ARMS) has occurred in all facilities and community offices.

- Continue implementation of the Multi-Informational Database Applications System (MIDAS) financial and human resource system.
  - The MIDAS financial system has now replaced the Revenue Expense System (RES).
  - Human Resources Branch continues to lead the implementation of the MIDAS Human Resource System. The system will be implemented January 1, 2006, and will provide enhanced payroll, personnel, benefits, training and classification information.

- Implement workplace renewal initiatives in response to the government-wide employee survey.
  - All facility and community locations have held meetings to identify issues arising out of the employee survey. Local, regional and facility work plans have been developed to address those issues.
  - A department-level Employee Survey Work Plan was developed to address the five key Employee Survey issues of Communication, Training, Leadership, Consistency and Accountability, and implementation of key actions has begun.

- Develop and implement an employee recognition program.
  - The Recognition Committee work plan has been revised and consultation will be held with the Union Management Committee and Senior Management Committee. The feedback received will be taken into account in the implementation phase in 2005-06.

- Improve the grievance resolution process.
  - The Department has established standing meetings in Prince Albert and Saskatoon for addressing grievances, and will be establishing standing meetings in Regina. The Department continued working with the union to review and prioritize outstanding grievances.

- Improve communication with staff.
  - Paul Dojack Youth Centre has implemented a weekly newsletter modeled after *CPS This Week*, the Department newsletter.
  - Union Management Committees and the Provincial Institutional Operations Committee (PIOC) meet on a regular basis to discuss issues and share concerns.
  - Adult Corrections has established a Managers and Middle Managers forum to share information and discuss/ resolve issues.
  - Young Offenders managers forum, Young Offenders community supervisors and Young Offenders conferences are planned for next year as well.

- Improve Help Desk services through the implementation of a new software system.
  - The new software was implemented during the summer.

- Develop a Business Continuity Services plan.
  - The Department established a Business Continuity Services plan, the methodology of which was approved by the Provincial Auditor. A Planning Guide for business continuity was also prepared.

Measurement Results

The performance measures for this objective are under development.

2004-05 Financial Results

Summary of Expenditures
(in thousands of dollars)

Actual and budgeted expenditures by subvote and program are detailed in the following table.

Variance explanations are provided for amounts greater than $75,000.

Program	Original Estimates	Actual Expenditure	Variance Over/(under)	
Administration	**2,491**	**3,315**	**824**	1
Accommodation and Central Services	**6,887**	**7,006**	**119**	2
Adult Corrections	**63,435**	**65,317**	**1,882**	
Adult Corrections Facilities	51,185	53,317	2,132	3
Community Training Residences	2,053	1,868	(185)	4
Community Operations	8,864	8,683	(181)	5
Program Support	1,318	1,328	10	
Correctional Facilities Industries Revolving Fund – Subsidy	77	227	150	6
- Net Financing Requirement	(62)	(106)	(44)	
Young Offender Programs	**40,090**	**39,560**	**(530)**	
Young Offender Facilities	24,293	24,760	467	7
Community and Alternative Measures	5,712	5,063	(649)	8
Program Support	1,436	1,380	(56)	
Regional Services	8,649	8,357	(292)	9
Public Safety	**5,924**	**4,503**	**(1,421)**	
Protection and Emergency Services	2,057	1,835	(222)	10
Provincial Disaster Assistance Program	1,500	276	(1,224)	11
Joint Emergency Preparedness Program	280	283	3	
Licensing and Inspection Services	2,087	2,109	22	
Total Appropriation	**118,827**	**119,701**	**874**	
Capital Acquisitions	(80)	(344)	(264)	12
Amortization	140	99	(41)	
Total Expense	**118,887**	**119,456**	**569**	

Explanations of Major Variances

(for variances greater than $75,000)

1. Central branches under-funded compared to actual required for program support
2. Saskatoon Provincial Correctional Centre video conferencing joint capital project with Saskatchewan Justice
3. Contingency bed-space costs as a result of high remand counts and spikes in daily admission, backfill costs in Northern facilities, increased overtime expenditures related to incidents and security issues
4. Savings due to vacancy management
5. Delay in implementation of targeted new initiatives in adult corrections
6. Legislative requirement to offset the revolving fund operating deficit
7. Kenosee and Nesbit Youth Centres' wind-down and relocations costs, partially offset by a decrease in 1 to 1 youth supervision costs
8. Delayed implementation of reintegration and alternative measures programs and under-utilization in community and open custody homes program
9. Late start-up of Community Crime Reduction Strategy, vacancies in the northern region and no intensive rehabilitative custody and supervision cases
10. Savings due to vacancy management and related travel costs
11. Fewer natural disaster incidents and claims than projected in the budget
12. Saskatoon Provincial Correctional Centre video conferencing joint capital project with Saskatchewan Justice and improvements to the North Battleford Probation office to correct health and safety issues

Total funding provided to third parties was $5.7 million. (Final numbers subject to Public Accounts and Provincial Audit verification).

Revenues

Corrections and Public Safety collects revenue relating to the registration, licensing and inspection of boilers and pressure vessels, elevator hoists and amusement rides. CPS licenses firefighters and engineers who operate this equipment. The Department also licenses journeymen, employers and contractors in the electrical and gas trades.

CPS collects revenue from cost-sharing claims with the Government of Canada and other levels of government. These agreements relate to the provision of Adult Correctional Services, Young Offender Programs and Emergency Management Services.

All revenue collected is deposited in the General Revenue Fund. A summary of the Department 2004-05 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for amounts greater than $75,000.

Summary of Revenues
(in thousands of dollars)

Revenue Category	Budget	Actual	Variance Over/(under)	
Other Own-source Revenue				
• Licences and Permits	1,888	2,206	318	1
• Sales, Services and Service Fees	660	757	97	2
• Transfers from Other Governments	7,235	9,014	1,779	3
• Other	324	521	197	4
TOTAL	**10,107**	**12,498**	**2,391**	

Explanations of Major Variances

(for variances greater than $75,000)

1. Increased demand for pressure vessel registration
2. Delay in approval of regulations that will transfer some responsibility to industry
3. Submission of the Vanguard 2000 Flood claim by the Department for cost recovery from the Federal government and increased use by federal offenders in adult corrections
4. Reduced cost recovery from SaskTel account, offset by Workers' Compensation Board reimbursements and School^{Plus} initiatives

Revolving Funds

The Department is responsible for managing and operating the Correctional Facilities Industries Revolving Fund (PRISM Industries). Further information on this fund is available in Appendix A.

Where to Obtain Additional Information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call **(306) 787-7872**.

Or contact:

Saskatchewan Corrections and Public Safety
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan S4P 3V7

Or send us an email through the Saskatchewan Corrections and Public Safety web site:
www.cps.gov.sk.ca

Appendix A: Revolving Fund Revenue Disclosure

The Corrections Facilities Industries Revolving Fund operates under the authority of Section 53 of *The Correctional Services Act*. The purpose of the Revolving Fund is to rehabilitate inmates by operating work programs intended to provide practical and marketable work skills for inmates.

PRISM Industries operates similar to private sector shops where quality products, full workdays, waste reduction, efficiency, and inventory control are business decisions.

The long-term financial targets of the fund are in accordance with the Revolving Fund concept of breakeven management.

The Revolving Fund collects revenue from the sale of manufactured items on behalf of the Government. All revenue collected is deposited in the General Revenue Fund.

The following table compares budget and actual summary information.

Revenue
(in thousands of dollars)

	Budget	Actual	Variance Over/ (under)	
REVENUE	$445	$368	$(77)	1
Expenditures				
Cost of Goods Sold	457	471	14	2
Gross Profit (Loss)	**(12)**	**(103)**	**(91)**	
Overhead Expenses	63	75	12	
NET PROFIT (LOSS)	**(75)**	**(178)**	**(103)**	
Other Income		43	43	3
Subsidy	77	77	0	
Deficit Recovery from General Revenue Fund		150	150	
Net Profit (Loss) After Subsidy	**$2**	**$92**	**$90**	

Note: Final numbers subject to Public Accounts and Provincial Audit verification

Explanations of Major Variances

1. Revenue lower than budget due to decrease in sales
2. Cost of goods sold higher due to inventory devaluation
3. Other income due to recovery of aged accounts receivable and refund of previous year expense

Audited financial statements are available at **www.gov.sk.ca/finance/paccts/paccts4/compendium/toc.htm**